

EXHIBIT A



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September 13, 2017

Via US Mail and Email (chris.michalak@aonhewitt.com)

Chris Michalak
Chief Executive Officer
Alight Solutions LLC
4 Overlook Point
Lincolnshire, IL 60069

Re: Trademark Infringement by Alight Solutions LLC

Dear Mr. Michalak:

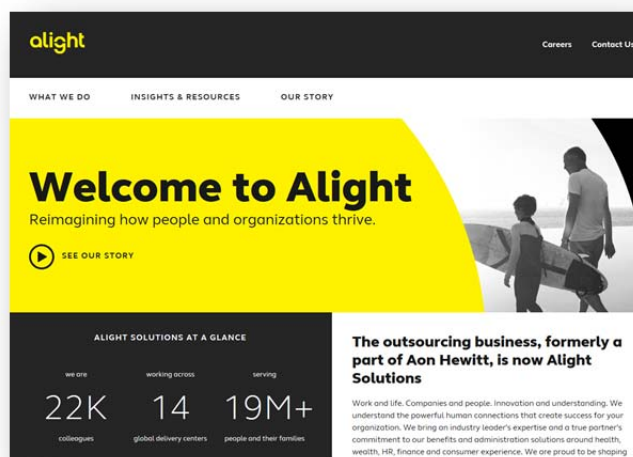
We represent Alight, Inc. (“Alight”) in intellectual property matters. Alight is the owner of the trademark ALIGHT[®] for use in connection with cloud-based, real-time, financial planning and reporting, forecasting, and decision-analysis products. Alight is the owner of federal trademark Registration No. 5,062,182, for its ALIGHT[®] mark, a copy of which is enclosed for your reference.

Alight has been providing financial planning, forecasting, reporting, and decision-analysis application software since 2005. Alight’s cloud-based financial forecasting solutions are industry-specific, built on Alight’s proprietary platform, and help customers make critical business decisions about the financial future of their businesses. Its current offerings include ALIGHT MORTGAGE SOLUTIONS, which is tailored to the needs of the mortgage banking industry, and ALIGHT MINING SOLUTIONS, which is directed to the global mining industry. With the assistance of a Series A round of funding by investors including Caterpillar Venture Capital Inc. and a consortium of noted Bay Area tech investors, Alight is poised to accelerate its products into a number of new industry verticals including asset management, insurance, pharmaceutical and many other industries. You can find additional information on Alight’s products and services online at www.alightinc.com.

It has come to our attention that your company, formerly known as Hewitt Associates LLC d/b/a Aon Hewitt, recently launched a rebranding of its cloud-based health, wealth HR and finance solutions business to “Alight Solutions” and is now making prominent use of the ALIGHT mark in its branding and promotional materials. In addition to changing its name to Alight Solutions,

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LLC, your company has, among other things, acquired the domain name <alight.com> from an online clothing retailer and begun using it (together with the <alightsolutions.com> domain) to host a website that prominently features the ALIGHT mark to promote your cloud-based HR and financial solutions.



See, e.g., Exhibit A. Alight Solutions has also filed applications with the U.S. Patent and Trademark Office to register the marks ALIGHT, ALIGHT FINANCIAL SOLUTIONS and ALIGHT FINANCIAL ADVISORS in connection with, among other things, non-downloadable software and software as a service (SAAS) in International Class 42. See U.S. App. Ser. Nos. 87/403,462, 87/518,096, 87/518,103. Alight Solutions filed these applications despite the prior existence of our client's federal registration for the ALIGHT[®] mark for SAAS services in Class 42.

Alight Solutions' use and registration of ALIGHT, ALIGHT SOLUTIONS, and other ALIGHT-formative marks is likely to cause significant consumer confusion as to the source or affiliation of its products and services. Alight Solutions' use of the ALIGHT and ALIGHT SOLUTIONS marks creates the false impression that you are affiliated with Alight when you are not.

Indeed, the Examining Attorney reviewing Alight Solutions' pending application to register the ALIGHT mark has *already found* that the parties' ALIGHT marks are "identical in appearance, sound, and meaning, 'and have the potential to be used . . . in exactly the same manner'" and are likely "to engender the same connotation and overall commercial impression when considered in connection with [the parties'] respective goods and/or services." June 29, 2017 Office Action refusing App. Ser. No. 87/403,462. "Given the similarity of the marks and the relatedness of the

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goods and services,” the Examining Attorney concluded, “consumers are likely to confuse the source of the [parties’] goods and services.” *Id.*

Alight Solutions’ use of the ALIGHT and ALIGHT SOLUTIONS mark is not only *likely* to confuse consumers, but actual confusion has already occurred. For example, there have been at least two reviews for Alight posted to the *Glassdoor* company review website by individuals who are employees or perspective employees of *Alight Solutions*, rather than *Alight*. See Exhibit B. If Alight Solutions’ own employees are expressing confusion, then we fail to see how anyone else will be able to distinguish between the parties’ respective ALIGHT and ALIGHT-formative marks.

The risk of confusion is even greater given that Alight recently entered into a strategic partnership with Caterpillar Inc. As a result of Alight’s growth trajectory, it is likely that a significant number of Alight customers are or will be customers of Alight Solutions, as we understand is the case with Caterpillar. This overlap in actual and potential customers means that Alight is likely to suffer actual harm caused by Alight Solutions’ adoption of its confusingly similar ALIGHT mark.

The conduct of Alight Solutions constitutes trademark infringement, false designation of origin, and unfair competition under federal and state laws, including the federal Lanham Act, 15 U.S.C. §§ 1114, 1125(a). Given the evidence of confusion that has already occurred and the existence of circumstances that will lead to additional incidents of actual confusion, we also believe that Alight is entitled to immediate injunctive relief and money damages.

Further, we find it difficult to believe that Alight Solutions was not aware of our client and its federally registered ALIGHT[®] mark at the time Alight Solutions adopted the ALIGHT mark. Alight Solutions could have chosen among many available marks—and it appears there were several under consideration, such as AVOKE, APTIVATE, and CONVENE. Instead, Alight Solutions chose to proceed with the ALIGHT rebranding despite its knowledge of our client’s prior rights. In light of this, it appears that Alight Solutions’ conduct is willful. As you may know, treble damages and the award of the trademark owner’s reasonable attorney’s fees are among the additional remedies available under the Lanham Act, 15 U.S.C. § 1117, for willful infringement.

In light of the above, we must insist that Alight Solutions:

- immediately and permanently cease and desist from all use of the ALIGHT and ALIGHT SOLUTIONS marks (and any term confusingly similar to Alight’s ALIGHT mark);
- discontinue all use of any domain name or social media account incorporating the ALIGHT mark, including but not limited to <alight.com> and <alightsolutions.com>;

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- withdraw its pending applications to register the marks ALIGHT, ALIGHT FINANCIAL SOLUTIONS and ALIGHT FINANCIAL ADVISORS, U.S. App. Ser. Nos. 87/403,462, 87/518,096, and 87/518,103.

We expect that you will act immediately to respond to these concerns on or before September 20, 2017.

If you fail to act quickly to address this matter, Alight will take the actions it deems necessary to enforce and protect its rights in the ALIGHT mark.

We trust that will not be necessary, and we look forward to hearing from you.

Very truly yours,

Davis Wright Tremaine LLP

A handwritten signature in blue ink, appearing to read "Joe E. Addiego III".

Joseph E. Addiego III

Enclosures

cc: Alight, Inc.
Sheila Fox Morrison

United States of America

United States Patent and Trademark Office

ALIGHT

Reg. No. 5,062,182

Registered Oct. 18, 2016

Int. Cl.: 9, 42

Service Mark

Trademark

Principal Register

ALIGHT, INC. (DELAWARE CORPORATION)
130 BATTERY STREET
SUITE 300
SAN FRANCISCO, CA 94111

CLASS 9: Computer program, namely, for business planning and financial reporting

FIRST USE 3-1-2005; IN COMMERCE 3-8-2005

CLASS 42: Software as a service (SAAS) services, featuring software for business planning and financial reporting

FIRST USE 6-24-2005; IN COMMERCE 6-25-2005

THE MARK CONSISTS OF STANDARD CHARACTERS WITHOUT CLAIM TO ANY PARTICULAR FONT STYLE, SIZE OR COLOR

SER. NO. 86-753,715, FILED 09-11-2015
DARRYL M SPRUILL, EXAMINING ATTORNEY



Michelle K. Lee

Director of the United States
Patent and Trademark Office

EXHIBIT A

The screenshot displays the Alight corporate website. The header features the Alight logo and navigation links for 'Careers' and 'Contact Us'. Below the header, a navigation bar includes 'WHAT WE DO', 'INSIGHTS & RESOURCES', and 'OUR STORY'. The main content area begins with a large yellow banner titled 'Welcome to Alight' with the tagline 'Reimagining how people and organizations thrive.' and a 'SEE OUR STORY' button. To the right of the banner is a photograph of a family walking on a beach. Below the banner, a section titled 'ALIGHT SOLUTIONS AT A GLANCE' presents statistics: '22K colleagues', '14 global delivery centers', and '19M+ people and their families', accompanied by a 'LEARN MORE ABOUT ALIGHT' button. A text block to the right states 'The outsourcing business, formerly a part of Aon Hewitt, is now Alight Solutions' and provides a brief description of the company's services, with a 'FIND YOUR HR WEBSITE' button. The next section features three columns for 'HR & Financial Solutions', 'Health & Wealth Solutions', and 'Consumer Experience', each with a graphic icon and a 'LEARN MORE' link. Below this is a 'Featured Insights & Resources' section with a 'LEARN MORE' button and a background image of people in a meeting. The footer area contains four featured content items: '2017 Consumer Health Mindset® Study' (Read Flipbook), '2017 Consumer Health Mindset Highlights Report' (Read Flipbook), 'Turning struggle into savvy' (Read Article), and 'Target date funds: Who uses them and are they being used the "right" way?' (Read Flipbook). The bottom of the page includes a 'What We Do' section with links to HR & Financial Solutions, Health & Wealth Solutions, and Consumer Experience; an 'Insights & Resources' section with links to HR & Financial Solutions, Health & Wealth Solutions, Consumer Experience, and Find your HR Website; an 'Our Story' section with links to Company Profile, Leadership Team, Newsroom, Awards & Events, Careers, and Contact Us; and a final footer with the Alight logo, legal links (Legal, Privacy, Cookie Notice), social media icons, and the copyright notice '©2017 Alight. All rights reserved.'.

alight Careers Contact Us

WHAT WE DO INSIGHTS & RESOURCES OUR STORY

Welcome to Alight

Reimagining how people and organizations thrive.

SEE OUR STORY

ALIGHT SOLUTIONS AT A GLANCE

we are 22K colleagues

working across 14 global delivery centers

serving 19M+ people and their families

LEARN MORE ABOUT ALIGHT

The outsourcing business, formerly a part of Aon Hewitt, is now Alight Solutions

Work and life. Companies and people. Innovation and understanding. We understand the powerful human connections that create success for your organization. We bring an industry leader's expertise and a true partner's commitment to our benefits and administration solutions around health, wealth, HR, finance and consumer experience. We are proud to be shaping the future of work and life for organizations, people and their families.

FIND YOUR HR WEBSITE

HR & Financial Solutions LEARN MORE

Health & Wealth Solutions LEARN MORE

Consumer Experience LEARN MORE

Featured Insights & Resources

Spark new possibilities. Engage with engaging content.

LEARN MORE

2017 Consumer Health Mindset® Study READ FLIPBOOK

2017 Consumer Health Mindset Highlights Report READ FLIPBOOK

Turning struggle into savvy READ ARTICLE

Target date funds: Who uses them and are they being used the "right" way? READ FLIPBOOK

What We Do

HR & Financial Solutions
Health & Wealth Solutions
Consumer Experience

Insights & Resources

HR & Financial Solutions
Health & Wealth Solutions
Consumer Experience
Find your HR Website

Our Story


Company Profile
Leadership Team
Newsroom
Awards & Events
Careers
Contact Us

alight

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1:15:21 PM 9/1/2017 <https://alight.com/>


[Careers](#)
[Contact Us](#)

[WHAT WE DO](#)
[INSIGHTS & RESOURCES](#)
[OUR STORY](#)

[HR & Financial Solutions](#)
[Solutions](#)
[Technology Partners](#)




WHAT WE DO

Illuminate your possibilities in the cloud

[TALK TO AN EXPERT](#)


SOLUTIONS AND SUPPORT TO ELEVATE YOUR CAPABILITIES

We have the expertise, services and solutions to make sure you realize the full power and potential of the cloud, wherever you are in your SaaS journey.




Scale

We've built the scale needed to serve clients of every size and type, operating across 14 global delivery centers.



Depth


Our 25 years in business and 22,000 colleagues represent real depth of experience and expertise.



Breadth

Our advisory, ongoing services, technology deployment and administration solutions span the full spectrum of HR, payroll, benefits, financial and end-user support.

Whatever your size, wherever you're located, we have the global resources to serve you locally. Our scale and experience allows us to get you live in the cloud, enable your long-term success and provide ongoing administration for non-core business processes like accounting and payroll. We are continuously investing in making the cloud a better place - for you and your people.




Dive Deeper

From early advice to ongoing optimization, we've got you and your people covered.

[EXPLORE OUR SOLUTIONS](#)


HR & Financial Insights & Resources

Content to help elevate your role and extend your impact.




Live in the Cloud: You can benefit from an HR portal in the cloud.

[READ ARTICLE](#)




Considering the Cloud: SaaS business case considerations.

[READ FLIPBOOK](#)



Considering the Cloud: Moving to SaaS - Platform shift or HR transformation?

[READ FLIPBOOK](#)




Considering the Cloud: Know before you go. Five SaaS considerations.

[READ ARTICLE](#)

Reimagine what's possible when challenges solve themselves.

Connect with us to learn about how we can put SaaS to work across your business.

[TALK TO AN EXPERT](#)



What We Do

HR & Financial Solutions
Health & Wealth Solutions
Customer Experience

Insights & Resources





HR & Financial Solutions
Health & Wealth Solutions
Customer Experience
Find your HR insights

Our Story

Company Profile
Leadership Team
Newsroom
Awards & Events
Careers
Contact Us

alight

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<https://alight.com/what-we-do/hr-financial/>

EXHIBIT B

https://www.glassdoor.com/Reviews/Alight-Reviews-E659527.htm

Alight Interview Questions | Gl... Alight Reviews | Glassdoor

Overview 8 Reviews 21 Jobs 2 Salaries 3 Interviews 1 Benefits 5 Photos

Follow + Add a Review

Helpful (2)

Jul 26, 2017

"Won't Complain"
 Current Employee - Anonymous Employee

I have been working at Alight full-time

Pros
 Virtual Work Environment creates superb work life balance.

Cons
 Recently sold to An investment conglomerate. Still Waiting to see what changes will come.

Helpful

Alight Response
 Aug 22, 2017 - Vice President, Marketing

Hi There, This was posted to our company's profile in error, as Alight is a privately-held tech company and has not been sold to an investment conglomerate. Learn more about us at alightinc.com... [More](#)

Join the Alight team [See Our Latest Jobs](#)

Jul 18, 2016

"Great "mature" start up company with excellent momentum and management"
 Current Employee - Anonymous Employee

Thumbtack
 Thumbtack is the destination for getting absolutely anything done—from house painting to event planning, music lessons to long distance... [Read more](#)

We're Hiring

[Counsel](#)
 Thumbtack - San Francisco, CA

[Analytics Manager, Business Intelligence](#)
 Thumbtack - San Francisco, CA

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Alight Photos [+ Add Photo](#)

[See All Photos](#)

Company Benefits

There are current reviews for this company. [Work in HR or Recruiting?](#)

https://www.glassdoor.com/Interview/Alight-Interview-Questions-E659527.htm Alight Interview Questions |...

Overview 8 Reviews 21 Jobs 2 Salaries 3 Interviews 1 Benefits 5 Photos Follow + Add an Interview

Jun 15, 2017

Order to Cash Interview
Anonymous Interview Candidate

Declined Offer Neutral Experience Average Interview

Application
The process took 1+ week. I interviewed at Alight.

Interview
Interview process started with HR round. Questions asked were from the resume and some personal questions regarding family background, strength, weakness etc. Then there was a computer based test of grammar, reasoning and some psychological question which were basic. The last round was technical round with the manager questions asked were detailed questions from the resume and about the job profile. Manager is generally looking for positivity in the prospective employee and how good and consistent he can be for the organisation in terms of work.
Show Less

Interview Questions
explain the projects you've undertaken in your college?
Answer Question

f t e l Helpful

Alight Response
Aug 22, 2017 - Vice President, Marketing
Hi There, This was posted to our company profile in error. We don't administer computer-based testing/screening at all and we don't test candidates for grammar or psychological fit. Thanks!

Interviews > Alight
RSS Feed </> Embed

choose your room and view on the Hilton Honors app.
Hilton HONORS join now roll over to see brands

Top Interview Questions < >
Customer Service Representative Interview
Mortgage Banker Interview
Intern Interview
Loan Officer Interview

Work in HR or Recruiting? X